

☐ UNCLASSIFIED☒ INTERNAL  
USE ONLY☐ CONFIDENTIAL☐ SECRET

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM: OTR/SRS/RG Room 1033 Chamber of Commerce		EXTENSION		NO.
				DATE 18 April 1975
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. DDTR		4/21	<i>[Signature]</i>	1. The attached paper sets down RG procedures and policies for handling requests for academic credit for Agency sponsored Training. I have been plodding away since Mr. <span style="background-color: black; color: black;">[REDACTED]</span> request last summer when we had the Congressman involved. STAT
2.				STAT
3.				
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6.				
7. OTR/SRS/RG Room 1033 Chamber of Commerce	4/21	→	DBL	
8.				
9.				
10. <i>JOHN</i> [I received c(PDS)]		4/23	<i>[Signature]</i>	
11. DDTR			<i>[Signature]</i>	
12. [PDS SUGGESTED AND APPROVAL LINE & DIST. TO UNITS.]				
13. ATTACHED FOR SIGNATURE				
14.				
15. OTR/SRS/RG Room 1033 Chamber of Commerce	4/29		<i>[Signature]</i>	

4/21/75  
H.T.T.:  
This is an excellent definition of the policy OTR should follow and I agree with it. Any deviation from the procedures identified herein should be approved by the DTR or DDTR. Please sign and date your memo.

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22 April 1975

## MEMORANDUM FOR THE RECORD

SUBJECT: Academic Credit--Policies and RG Procedures

1. This memorandum identifies the policies which will govern the Registration Group's actions in the handling of employee requests for verification of Agency-sponsored training for purposes of obtaining academic credit. This memorandum also establishes the RG's responsibilities and outlines the procedures to be followed for handling employee requests for verification of training.

2. The Registration Group will act as the central point within the Office of Training for responding to requests for academic credit for Agency-sponsored training. All requests received by the Office of Training will be forwarded to the Registration Group for handling.

3. Policies Toward Current Employees. For employees currently on duty with the Agency, OTR wants to be as forthcoming and responsive as possible in assisting employees, given the limitations of cover, security, and academic requirements. In general, it will be the policy of the Registration Group to verify in writing to academic institutions successful completion of specified training.

a. Internal OTR Courses. Only those internal OTR courses which have been approved by the Office of Training will be submitted to universities and colleges for academic credit. Attachment I lists those which have received prior approval. Attachment II synthesizes the course content of current OTR courses. Attachment III synthesizes discontinued OTR courses. Upon receipt of an employee's written request, RG will draft a letter to the appropriate university official verifying satisfactory completion of those internal OTR courses which appear on the approved list of courses. The letter will also contain a synopsis of courses drawn from Attachment II or III and the number of classroom hours.

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b. For Internal Component Training. While the Registration Group does not have the authority to verify and describe internal component training, the RG will act as intermediary between the requesting employee and the component training unit. RG, however, will only provide this intermediary service for those component courses which appear in the Office of Training catalog. Where this requirement is met, the RG will consult with the component Training Officer to seek permission to use the appropriate course titles and course description. Should there be a difference of opinion between the employee and the component training unit regarding a component's willingness to certify, it will be the employee's responsibility for resolution of the differences.

c. External Training. It will be the responsibility of the employee to arrange for the transfer of credit and the certification of training taken at external training institutions. The RG will encourage the employee to search his personal records and his official personnel file for Certificates of Completion. The employee will also be advised of the expediency of contacting the external training institution directly. In instances where there are no records available to the employee except the Agency Training Record, the RG will provide evidence of completion. Under no circumstances, however, can the RG provide a description of the course content for an external training course.

4. Policies Toward Former Agency Employees. Requests from former Agency employees for letters verifying sponsored training cannot be honored by the RG. The appropriate mechanism for handling former employees exists within the Office of Personnel. Former employees who contact RG will be referred to Mr. [REDACTED] of the External Employment Assistance Branch (OP/EEAB) on extension 3295. All correspondence from former employees will be forwarded to EEAB. As requested, RG will assist EEAB by providing research and records. Replies to all EEAB requests will be made only by Chief/RG.

5. Role of the Agency Training Record (ATR). The ATR plays a critical role in determining successful completion of all sponsored training. RG can only verify training which appears on the ATR. In cases where there are discrepancies between the ATR and the employee's claim to training, the final decision will be based on the information in the ATR. The employee may, however, at his or her option update the Training Record by providing proper documentation in accordance with normal procedures.

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6. Registration Group Procedures. The procedures outlined below will regulate the actions of the RG on requests for academic credit for Agency-sponsored training.

a. Employees will be advised that all requests must be submitted in writing. The request should list names and titles of all courses for which the employee is requesting verification. The name of the institution where academic credit is sought and the name of the official to whom correspondence should be addressed should also be included. At this time the employee will be advised of the restrictions placed on RG's ability to provide verification of training. For example, not all courses have been approved by OTR for submission of academic credit. The employee will be encouraged to search his own personal records and personnel files for Certificates of Completion from external training facilities.

b. The Chief of the Registration Group will be immediately notified of the employee's request.

c. A determination will be made as to which courses the RG will be able to verify to the academic institution. For internal OTR courses, only those which have received prior OTR approval and appear on the attachments can be verified and submitted for academic credit. For component training courses, only those which appear in the OTR catalog will be considered. In addition, they must receive the approval of the appropriate training component.

d. The employee's Training Record will be examined and compared with the employee's request. Discrepancies between the Training Record and the employee's claim to training will be noted.

e. The employee will be advised of the RG's decision regarding the training courses which can be verified. The employee will also be informed of any discrepancies which exist between his or her records and that of the ATR. The employee will be given the opportunity to update the ATR by providing proper documentation.

f. Requests for verification of satisfactory completion of external training will be resisted. The employee will be encouraged to search personal records

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and personnel files for completion certificates. The employee will also be directed to the external training facility for evidence of completion. Where the employee's records are totally inadequate, the RG will list the names and titles of external training courses which appear on the ATR and where there are no obvious security completion. RG will not agree to provide a description of any external training course.

g. A determination of the employee's current cover status at the time of training is particularly critical. Where there is any question regarding cover status of the employee, RG will not act without the written approval of the Cover and Commercial Staff.

h. Using CIA letterhead paper, the RG will draft a letter for signature of the Chief of the Registration Group (signing as Registrar, Office of Training) to the appropriate official at the academic institution. The letter will provide the name of the employee and a brief statement to the effect that this office has examined its records and determined that the employee has completed the training as identified in an attachment to the letter. On the attachment will be listed course titles, the dates the employee took the course, the number of classroom hours, and the approved course description--taken from the OTR-approved list or as provided by the Agency Training component. Similar information, minus the course description, will be given for external training courses. A sample letter is attached--see Attachment IV.

i. The draft will be circulated for approval as necessary. For example, in the event of cover, the Cover and Commercial Staff will be asked to approve. There may be instances where the OTR Security Officer will be asked to review that the letter to the college or university is acceptable.

j. While distribution of letters will be flexible enough to reflect individual cases, the following distribution should be considered the minimum: the original on CIA letterhead will be sent to the appropriate official at the academic institution; a copy will be provided to the requesting employee; a copy to the component Training Officer for inclusion in the employee's personnel file; and a copy will be placed in the RG academic credit file.

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k. The Registration Group will maintain an up-to-date file on all current requests for academic credit as well as a file of all past requests.

7. Equivalency. The RG will not provide any statement to a university or college which equates a CIA course to be similar or equivalent to any course sponsored or run by other governmental or commercial institutions. Employees will be advised that they can receive academic credit for skills and knowledge they may have developed as a result of CIA training through the College Level Examination Program (CLEP). The employee will be encouraged to take advantage of the equivalency and proficiency examinations at the institutions where they wish academic credit to be registered.

8. In summary, the Office of Training wants to help employees improve their personal and professional qualifications. Yet, it must be borne in mind that the Agency offers formal courses in training to achieve the objectives of HR [ ] These objectives are to promote the efficiency and economy of the operation of the Agency and to develop and maintain the highest possible standards of performance. Courses are not presented for the personal benefit of employees.

STATINTL

[ ]  
Deputy Chief, Registration Group

## Atts:

- Att I - Approved List of Courses
- Att II - Synopsis of Approved Courses (Current)
- Att III - Synopsis of Approved Courses (Discontinued)
- Att IV - Sample Letter

APPROVED

[ ]  
Director of Training

29 Apr 75  
Date

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ATTACHMENT I

LIST OF APPROVED OTR COURSES

Advanced Seminar  
Advanced Management Program  
China Familiarization  
Effective Briefing  
Effective Writing  
Fundamentals of Budgeting  
Fundamentals of Supervision and Management  
Information Science for Financial Management  
Information Science for Managers I  
Information Science for Managers II  
Information Science for Research and Analysis  
Instructor Training Workshop  
Intelligence in World Affairs  
Latin America Area Seminar  
Management by Objectives Workshop  
Managerial Grid  
Midcareer Course  
Office Management Seminar  
Project Officer in the Contract Cycle  
Research and Analysis Course  
Senior Seminar  
Systems Dynamics: Principles and Applications  
USSR Country Survey  
Writing Reports

DISCONTINUED OTR COURSES

Advanced Writing Workshop  
Basic Writing Workshop  
Conference Techniques  
Geography of the People's Republic of China  
Geography of the USSR  
Intermediate Writing Workshop  
Management  
Introduction to Map Reading  
Research Techniques  
Supervision

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ATTACHMENT II

SYNOPSIS OF APPROVED OTR COURSES

Advanced Seminar (100 hours)

This course is designed to refresh and expand the knowledge of the participants in the field of international affairs and world politics. Government and academic speakers describe current U.S. foreign policy and recent major trends in the international environment.

Advanced Management Program--Management Seminar (160 hours)

This course, designed for middle-level managers, provides an advanced understanding of management theory and Agency management policies. Participants prepare and discuss case studies.

China Familiarization (40 hours)

This course surveys Chinese history and culture, geography and resources, economic, political and social patterns, and foreign relations.

Effective Briefing--Effective Speaking (24 hours)

This course is for professional employees who have briefing responsibility. It covers proper briefing techniques, including the preparation and presentation of a series of briefings. Students are evaluated by the instructor, fellow students and by means of audio and video tape playback.

Effective Writing (24 hours)

This course covers planning, organization, outlining, sentence structure, verb/subject agreement, and parallelism. Considerable time is devoted to actual writing in relevant topics.

Fundamentals of Budgeting (48 hours)

This course provides a working knowledge of the techniques used in preparing budget estimates and familiarizes

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students with automated systems available for processing budgetary data.

**Fundamentals of Supervision and Management (40 hours)**

This course includes communication, motivation, Management by Objectives, leadership, performance appraisal, and problem-solving/decision-making. Group exercises are supplemented by films and lectures. The course is practical with emphasis on exchange of experience among students.

**Information Science for Financial Management (160 hours)**

This course presents techniques of information science and their application to financial, analytical problems. Speakers discuss state of the art and applications in this and other government agencies.

**Information Science for Research and Analysis (160 hours)**

This course covers the methodologies of information science, including systems analysis and design, probability theory, statistics, information storage and retrieval systems, modeling, gaming, and simulation. The students apply their knowledge in practical exercises.

**Information Science for Managers I (40 hours)**

This course gives managers an introduction and overview to information science. It stresses practical application of information systems and systematic methods of analysis. Each student gains competence in the use of computer terminals. Subject matter includes forecasting, probability, decision trees, correlation and regression analysis, network analysis, linear programming, resource allocation, decision-making, and other systematic methods of analysis and management science.

**Information Science for Managers II (80 hours)**

This course is an intensive course in information science for managers. It develops elementary skills in the application and use of information science. The student develops competence in the use of computer terminals

and learns to apply computer programs to management and other problems. Subject matter includes forecasting, probability, decision trees, correlation and regression analysis, network analysis, sampling, linear programming, resource allocation, PERT, decision-making, and other systematic methods of analysis and management science.

#### Instructor Training Workshop (80 hours)

This workshop covers the major principles, methods, and practices of effective instruction; and provides an opportunity to develop and practice instructional skills. Students learn to analyze their audience, develop teaching objectives, prepare lesson plans, present material, and evaluate the results of their efforts.

#### Intelligence in World Affairs (120 hours)

This course is an introduction to the Agency for the new employee. Through lectures, seminars, films, panels, symposiums, and discussion groups, the course covers the role of the Agency in the Federal Government and surveys selected world areas and problems.

#### Latin America Area Seminar (45 hours)

This course examines a variety of Latin American problems through lectures, panel discussions, and student presentations.

#### Management by Objectives Workshop (24 hours)

This workshop describes Management by Objectives as a management tool and the development of objectives. The student prepares model objectives.

#### Managerial Grid (44 hours)

This is a copyrighted course designed by Scientific Methods, Incorporated, which identifies managerial styles, promotes open communications, and conveys the concept of on-going critique. The Managerial Grid focuses on problem-solving through personal interaction of students.

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**Midcareer Course (200 hours)**

This course, for middle-level Agency employees, gives the student a broad understanding of Agency policies, its interrelationships with other elements of the Federal Government, and acquaints students with major developments in world affairs. Lectures, discussions, case studies, films, and problem-solving exercises are used.

**Office Management Seminar (32 hours)**

This course, for senior secretaries and administrative assistants, examines the role of the office manager in depth focusing on communication, motivation, and human relations.

**Performance Appraisal Workshop (8 hours)**

This one-day workshop covers employee evaluation and appraisal as a management tool.

**Project Officer in the Contract Cycle (160 hours)**

This course covers procurement authorities, the Federal contract cycle from planning through settlement, and the responsibilities of the contract officer. Emphasis is on practical problems and their solution.

**Research and Analysis Course (200 hours)**

This course is for new employees who will engage in research projects and the writing of reports. Subject matter includes research methodology and techniques and the use of computers in analysis. Students complete a number of assigned research projects.

**Senior Seminar (400 hours)**

This course, for senior-level Agency employees, uses case studies, exercises, films, reading materials, guest lectures, and seminar discussions to broaden the participants' perspectives of international affairs and modern management techniques.

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**System Dynamics: Principles and Applications (120 hours)**

This course covers system dynamics (a methodology developed by Professor Jay Forrester of the Sloan School, MIT) as a technique to analyze a broad spectrum in management and international political problems. Students are trained in all facets of the methodology, including use of computer terminals.

**USSR Country Survey (80 hours)**

This course includes a short historical survey of the development of the USSR and current conditions in the Soviet Union, such as Soviet interpretations of Marxist-Leninist Doctrine, Communist Party and government organization and relationships, economic and military capabilities, the social system, and foreign policies. Lectures, readings, and discussions are supplemented by films.

**Writing Reports (32 hours)**

This workshop presents the principles of effective writing with emphasis upon the analytical process in writing. In addition to clarity, accuracy, logic, and compositional structure, the course deals with the reporting and writing techniques available to the creative writer. The student writes a variety of research papers and is given extensive individual counseling.

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ADMINISTRATIVE - INTERNAL USE ONLY ATTACHMENT III

SYNOPSIS OF DISCONTINUED OTR COURSES

Advanced Writing Workshop (28 hours)

This course emphasises formats, styles, rules, and editorial practices. A major part of the course time is spent in practical work.

Basic Writing Workshop (32 hours)

This course covers basic principles of grammar and rhetoric, elements of sentence construction and paragraph structure.

Conference Techniques (44 hours)

This is a practical course for employees who plan and lead group discussions and conferences. The role of an effective participant is also emphasized.

Geography of the People's Republic of China (72 hours)

This course covers the geography of the PRC, concentrating on those elements that influence the political, economic, military, or foreign affairs of the People's Republic of China.

Geography of the USSR (48 hours)

This course covers the geography and geology of the Soviet Union and those factors which can influence the political, economic, military, or foreign affairs posture of the Soviet Union.

Intermediate Writing Workshop (32 hours)

This course covers the principles of good writing, including clarity, accuracy, and logic.

Management (40 hours)

This course is for first-line supervisors and managers. Topics include communication, perception, motivation, conflict,

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managerial styles, and responsibilities of the middle manager.

Introduction to Map Reading (64 hours)

This course gives the students basic skills in map reading. Emphasis is on practical work.

Research Techniques (80 hours)

This course teaches basic skills in research techniques. Each stage of the research process is covered from the origin of the report to the writing of a preliminary report. Students get individual attention and write an extensive project.

Supervision (40 hours)

This course is for the first-line supervisor. The topics covered by the course include motivation, communication, performance appraisal, decision-making, and employee development. Attention is also given to the concepts, research findings, and theories of experts in the field of management.

Dean of Admissions  
University Name

Gentlemen:

Mr. \_\_\_\_\_, an employee of the Agency, has requested that this office inform you of training programs he has taken with the Agency which might make him eligible for academic credit at your institution. We have examined our records and are able to verify that Mr. \_\_\_\_\_ has completed the courses as titled and described below.

<u>Course Title</u>	<u>Dates</u>	<u>Classroom Hours</u>
<u>Advanced Management Planning</u>	1-19-69 to 1-24-69	40
This program is designed to acquaint middle-level managers with the field of management. The student develops a sound understanding of managerial practices as well as some practical insights and methods for improving his own managerial performance.		
<u>Effective Writing</u>	5-12-64 to 6-4-64	24
This course covers planning, organization, outlining, sentence structure, verb/subject agreement, and parallelism. Considerable time is devoted to actual writing in relevant topics.		
<u>Managerial Grid</u>	3-11-70 to 3-27-70	44
This is a copyrighted course designed by Scientific Methods, Incorporated, which identifies managerial styles, promotes open communications, and conveys the concept of ongoing critique. The Managerial Grid focuses on problem-solving through personal interaction of students.		
<u>Electronic Data Processing</u>	3-11-69 to 3-13-69	24
This course is designed to introduce non-computer oriented personnel to electronic data processing. The student will gain a basic knowledge of data processing techniques, machinery, professions, and related subjects. The subjects covered include history and fundamentals of computers, computer programming, computers and the world, and terminal services.		

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S-A-M-P-L-E

<u>Course Title</u>	<u>Dates</u>	<u>Classroom Hours</u>
<u>Flowcharting</u>	3-27-68 to 4-12-68	40

This course is designed to teach the principles and applications of flowcharting. Students will learn to analyze and flowchart programs which utilize a computer system.

This office is also able to verify that \_\_\_\_\_ has completed courses at other training institutions. Listed below are the titles of these courses, the training facility, the dates \_\_\_\_\_ took the course and the number of classroom hours. We are unable, however, to provide a description of the content of these courses.

<u>Course Title</u>	<u>Training Facility</u>	<u>Dates</u>	<u>Classroom Hours</u>
Management by Objectives	American Management Association	1/5/73 to 1/8/73	24
Managing Young People	Bureau of Training, U.S. Civil Service Commission	2/14/73 to 2/19/73	40

Registrar, Office of Training

S-A-M-P-L-E